The

Interim Report

of the

Select Committee on Tourism

House of Assembly
Nova Scotia

May, 1986

THE

INTERIM REPORT

OF THE

SELECT COMMITTEE ON TOURISM

HOUSE OF ASSEMBLY

NOVA SCOTIA

MAY, 1986

Select Committee on Tourism

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Hon. Arthur R. Donahoe, Q.C.
Speaker of the House of Assembly
12th Floor, Toronto Dominion
Bank Building
1791 Barrington Street
Halifax, Nova Scotia
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Dear Mr. Speaker:

I am writing in my capacity as Chairman of the Select Committee on Tourism to inform you that the Committee has completed the first phase of its inquiry into tourism in Nova Scotia.

In accordance with Resolution No. 486 passed by the House of Assembly on May 16, 1985, I am pleased to submit to you the Interim Report of the Select Committee on Tourism.

Respectfully yours,

R. Colin D. Stewart

R. Colin D. Stewart, M.L.A.
Chairman

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THE INTERIM REPORT OF THE SELECT COMMITTEE ON TOURISM

INTRODUCTION

Terms of Reference

On May 10, 1985 notice was given to the House of Assembly that a select committee would be established "to inquire into tourism in Nova Scotia with particular attention to the changing needs and demands of the vacationing public and the continuous encouragement and growth of the tourism industry, and report to this House the observations, opinions, and recommendations of the members of the Select Committee pertaining thereto." The Select Committee on Tourism was established by Resolution No. 486 passed by the House of Assembly on May 16, 1985. The Resolution is included as Appendix A.

Committee Membership

The Members of the Select Committee on Tourism are: the Honourable Thomas McInnis, the Honourable John Leefe, Mr. James Barkhouse, Dr. James Smith, Mr. John Holm, Mr. Paul MacEwan, Mr. Fisher Hudson, Mr. Alexander McIntosh, Mr. John Newell, Mr. Donald G. MacLeod and Dr. Colin Stewart (Chairman). The Committee is assisted by Mrs. Joan Kelly (Secretary) and Mr. Jim Vance (research).

Reporting Process

The Select Committee on Tourism appreciates the time and effort taken by those individuals and the organizations they represented who appeared before the

Committee. Appreciation is also extended to those who appeared before the earlier Select Committee on Tourism under the chairmanship of Brian Young. Their observations, comments and recommendations have been made available to this committee and have been both informative and helpful. Appendix B to this report lists those who have appeared before both committees.

Tourism is a relatively strong component of our economy, and government development and marketing initiatives are generally well regarded. However, there is obvious room for improvement in a number of areas. For this reason the Select Committee has chosen to present an interim report containing a number of recommendations that can be acted upon immediately. The final report will address the broad range of issues concerning tourism which have been brought to the Committee's attention. In particular, that report will focus on the development of tourism products and the promotion of the province as a tourist destination.

TOURISM: OPPORTUNITIES FOR NOVA SCOTIA

The Challenge

Tourism plays a vital role in the provincial economy and represents the potential for increasing employment and income opportunities for Nova Scotians. Over 28,000 jobs can be attributed to the direct and multiplier effects of the tourism industry. Only in Prince Edward Island does tourism's relative contribution to the Gross Provincial Product exceed that of our province. Tourism industry revenues in Nova Scotia are estimated to exceed $600 million. Furthermore, tourism benefits are spread over a large number of economic activities and are widely dispersed throughout the province.

Tourism is the world's fastest growing industry and is expected to become the largest industry by the turn of the century. The tourism sector is an important contributor to international trade. In recent years Canada has experienced a growing deficit in the travel account of the balance of payments. Expenditures by foreign tourists in Canada are the equivalent of exports and expenditures by Canadian tourists in this country which otherwise may have been made in another country represent import substitutions. Similar positive trade impacts apply at the level of the provincial economy as the result of tourist expenditures. Foreign governments and industries have recognized the new opportunities in tourism and the economic impacts of the industry, and have responded with investment and innovation in product development and marketing.

The challenge confronting industry and government is to respond to the enormous changes that have been experienced in tourism. As a tourist destination, Nova Scotia must be responsive to the extremely competitive, highly segmented tourism markets. These markets have undergone important

adjustments to a variety of factors including higher disposable incomes, increased leisure time, evolving social values and greater mobility. Today's market is, in fact, many markets. Tourists seek a broad range of experiences ranging from the "big city" with first-class accommodation, fine cuisine and exciting entertainment, to the outdoors with an undisturbed natural environment, and activity options such as canoeing, hiking and fishing. Each market exhibits its own travel patterns and needs and each defines its own particular set of travel experiences.

Tourism in Nova Scotia

Nova Scotia is rich in tourism resources and is well positioned to compete internationally. Resource availability is a critical factor -- as our past successes and future development potential are directly related to the opportunitiesmade available by the natural environment. It is often said that the industry is a clean, non-polluting one which depends upon the preservation and thoughtful enhancement of our natural and cultural resources. The tourism industry complements Nova Scotian lifestyles and contributes to our quality of life. In addition to its broad economic impact, tourism represents an important growth industry particularly suited to reducing regional disparities both within the province and nationally.

The tourism industry does not have a clear image as a cohesive economic activity because the tourism product defies definition in terms of distinct goods and services. Tourism is the business of attracting visitors and providing for their needs and expectations. The product includes a range of diverse elements which, taken together, constitute the tourism consumer's experience: natural attractions and features, facilities and services, transportation and other infrastructure components, and the socio-cultural features of

the resident population. This blend of attractions and services is offered by a myriad of private and public entities, many of which may not realize that they are in the tourism industry.

The tourism industry comprises numerous discrete elements. The industry is largely Canadian-owned and involves a high proportion of small, locally owned establishments. The economic impacts tend to be geographically dispersed about the province. Many tourism products have a low import content:that is, economic impacts are concentrated within the immediate area and/or the province. Tourism frequently brings diversity to a local economy, making it more resilient to changing circumstances. Government revenues -- including municipal -- are enhanced by tourism. The industry is usually labour-intensive and provides much-needed summer employment forour student population.

Tourism development means other benefits to Nova Scotians. The attractions and services provided and supported by tourism are available to residents of the province. Our lives are enriched socially, culturally and physiologically as the result of a flourishing tourism industry. There are intangible benefits of meeting visitors from other parts of the province, the country and the world.

Realizing Nova Scotia's Tourism Potential

Tourism's "renewal natural resource" is the increasingly affluent world tourism market which has an apparently insatiable desire to travel and enjoy new and interesting experiences. The industry also serves the business traveller. Of particular significance is the growing meetings and conventions trade and its potential to generate direct economic benefits as well as spin-off pleasure travel expenditures.

Nova Scotia can compete successfully in the evolving tourism market by building on its natural and cultural strengths and by overcoming a number of major impediments. Regardless of which market segment they may belong to, all tourists seek value for their vacation dollar, plenty of things to see and do, good service and a pleasant reception from their hosts. Nova Scotia must develop the quantity and quality of attractions that will appeal to the more demanding and more discriminating tourists from the United States and elsewhere in Canada, as the United States and other parts of Canada will continue to be our prime sources of tourists. Nova Scotians must be encouraged to see their province first. Problems associated with the length of the tourist season, the relative lack of attractions, attitudes toward service quality, transportation and the commitment to promotion must be resolved.

Nova Scotia's tourism opportunities will be converted into the reality of more employment, more income and a general improvement in the well-being of the province only by the concerted and cooperative efforts of industry and government fully supported by all Nova Scotians. Market share can be increased by developing tourism products and effectively promoting them in potential markets.

The Select Committee firmly believes that Nova Scotia will be successful in today's highly competitive tourism markets if:

- **our efforts are based on the strengths of our tourism resources,**
- **these resources are developed as quality attractions that the tourist will enjoy,**
- **our products provide good value,**
- **our province is creatively promoted in our potential markets, and**
- **all Nova Scotians are friendly and helpful to the tourist.**

Tourism must be recognized as a major sector of our economy - one that is currently providing substantial benefits and that is capable of providing even more in the future should

we choose to commit ourselves to innovative tourism development and marketing strategies.

Government and Tourism

The extent of government involvement in tourism is not surprising given the importance of the industry to the province and the wide diversity within the industry itself. The development and promotion of countries and/or regions as tourist destinations by governments is a worldwide phenomenon. Over 50 countries have tourism promotion offices in Canada, and in the United States -- our major source of foreign visitors --federal and state governments have substantially enlarged their promotional efforts. Government involvement is not only a fact, it is increasingly necessary for coordinating and marketing if Nova Scotia expects to compete effectively and enjoy the benefits of a properous tourism industry.

Both federal and provincial governments are extensively involved in Nova Scotia's tourism industry. Governments license, inspect, regulate and tax tourism operators. They also make available financial and other forms of assistance through economic development programs. Governments provide transportation infrastructure and services, accommodation, and tourism attractions such as historical sites, parks and museums. Many of these programs and policies are not explicitly directed at the tourism industry but they are important factors to the industry. Provincial tourism policy and program development takes place within the Department of Tourism which coordinates its efforts with other departments and its counterparts within other governments. Government involvement in tourism is pervasive although not always planned or intended.

In spite of the extent of government involvement, tourism

remains a predominantly private-sector industry. Combined with its cumulative economic effects, the industry's composition of small, competing businesses dispersed throughout the province has necessitated a strong role for government in development and promotion. As the industry has emphasized, government revenues are enhanced well beyond the budgetary expenditures of the Department of Tourism.

The Select Committee came to realize the extensiveness of the government role in the tourism industry. However, this role is necessary not only from the perspective of the industry but also for the realization of other policy objectives. Accordingly, attention focused on the effective coordination of policies and programs, and cooperation with the industry to ensure government impacts support and foster the industry to the maximum extent possible. While the desired approach should be comprehensive, it must not be rigid.

To guide the development of policies and programs related to tourism, the Select Committee recommends that the Government of Nova Scotia adopt the following general policy statement:

> **Tourism makes a major contribution to the provincial economy and offers the potential for continued growth. The Government of Nova Scotia is committed to realizing the benefits of a flourishing tourism industry, and will encourage the development of marketable tourism products and aggressively promote the province as a travel destination. The overall objective is to maximize economic benefits by increasing total tourism revenues. Specific objectives include extending the tourism season, increasing tourist traffic, expanding the length of visitation and increasing tourist spending.**
>
> **Development and marketing policies and programs will be placed within a strategic framework based on research, consultation, planning, coordination and evaluation. This policy is based on the premise that tourism will reach its potential only by means of a thriving and involved private sector. Full cooperation and coordination between business and government is the preferred approach to policy development and implementation. Departments of government and different levels of government must work in harmony to realize the objectives of this tourism policy.**

RECOMMENDATIONS

Reorganization

The responsibilities of the Department of Tourism are established in Section 45A of the **Public Service Act** (R.S.N.S., 1967, Chapter 255). They include the implementation of policies related to the development and promotion of the industry; cooperation with other departments and governments in the promotion of tourism; cooperation with individuals and businesses in the tourism industry and development of programs and policies of assistance to them; implementation of policies relating to parks, beaches and recreational areas including parks operated by the province; and the provision of information. These responsibilities overlap those exercised by at least three other departments -- Development, Lands and Forests, and Culture, Recreation and Fitness. Furthermore, the provincial museum system administered by the Department of Education and various aspects of the Culture Division of the Department of Culture, Recreation and Fitness have an important and direct relationship with tourism.

The effect of the existing division of functional responsibilities has resulted in a lack of focus with respect to provincial initiatives in tourism. The activities of government are too dispersed across departments with little or no apparent means of effective coordination. The fragmentation evident to the members of the Select Committee means that many potential tourism resources are not being developed and promoted as such.

The Select Committee has reached the conclusion that provincial initiatives are not being explicitly planned to produce the best results for tourism in Nova Scotia. Budgetary information tends to disguise rather than emphasize the true

commitment of financial and human resources to tourism development and marketing. Resource allocation decisions may not be made with full knowledge because all not tourism matters are considered at the same time or in the knowledge that tourism is a factor. The complexity and inevitability of responsibility overlap in modern bureaucratic structures is acknowledged. However, in the interests of informed decision-making and effective coordination of effort, the Select Committee believes that there are benefits to be gained by reorganizing to strengthen and emphasize the tourism focus of provincial government activities.

The Select Committee recommends:

That the Government immediately undertake a review of all its activities that have a direct relationship with the development and promotion of tourism in the province. The review should be conducted by a team of public servants and private sector representatives. The review should identify those activities that do relate to tourism, assess the effectiveness of current priorities and programs in achieving tourism objectives, identify possible policy conflicts, and recommend appropriate action to government that will enhance tourism in the province. The mandate of the review team should be broad. The review team should be given the powers necessary to fully investigate matters of concern to it. Such a review could serve as an earlier focus of activity for the Minister's Tourism Advisory Council, announced in the recent Speech from the Throne.

Check Inns Limited

Check Inns Limited was established in 1978 as a provincial Crown corporation reporting to the Minister of Tourism. It provides a computerized reservation and information service free of charge to tourists. About 98 percent of all rooms in the province are on the system and revenue is derived from a 10 percent booking fee. Revenues amount to about $200,000 annually, necessitating a provincial subsidy averaging approximately $500,000 in recent years. In addition, Check

Inns uses Provincial Employment Program funding to help meet its peak season employment needs. Check Inns provides a valuable service to such groups as tourists, group planners, convention organizers, tour packagers, and presents a positive image of the province. However, it is unlikely to become a self-sufficient operation as long as it continues to provide a free information service.

The Select Committee has reviewed a variety of options with respect to Check Inns Limited including selling the operation to the private sector, integrating it into the Department of Tourism, discontinuing its services, and recommending no change. The conclusion is that Check Inns Limited provides a valuable tourism service that can and should be enhanced. The Select Committee rejects the private sector option. An operation requiring a continuing subsidy well in excess of its earned income is not a private sector operation. Government would be paying the bills for a service not within its control. On balance, it is felt that with the proper motivation within the Department of Tourism, the Check In system can share resources and become a fully integrated, valuable element within the information function of the Department. Such a change would clearly establish accountability through the Minister while offering the potential for more coordinated services.

The Select Committee recommends:

That Check Inns Limited be dissolved and the Check In system be incorporated into the Travel Information Division of the Department of Tourism. To maintain a direct link with its clients, the Department should establish a formal structure for receiving industry comments, complaints and recommendations. This could be accommodated through the Minister's Tourism Advisory Council.

Tourism Marketing Budget

The Select Committee has found widespread support for the marketing strategies adopted by the Department of Tourism. The major concerns relate to the budgetary commitment to the promotion of tourism by government and the anomaly of the fiscal year which places an unnecessary and damaging restriction on marketing activities. The Department of Tourism has developed successful strategies for segmenting the market and for targetting high quality materials at identified priority markets. Intense competition requires a continuing commitment to market research, planning, effective implementation and evaluation. Promotion creates awareness, and awareness translates into visitation. If our strategies are appropriate and well executed then our tourism industry can expect to experience the positive results. Therefore, marketing is critical.

The marketing budget has failed to keep pace with the rising costs of advertising, particularly in the United States market. The decline in the currency exchange rate means that we are buying advertising in the United States with devalued dollars. Over the past decade our declining awareness in the United States market has resulted in a 16 percent visitation loss from this vital market. When increased competition (especially in the U.S. market) is considered, it is not hard to see why more resources are required to support our marketing initiatives.

The Select Committee recommends:

That the Government give favourable consideration to an increase, in real terms, in the tourism marketing budget. Effective use of additional funds can be expected to produce increased tourist traffic and consequently increased economic benefits to the province. The Government should consider a sequential increase in the marketing budget that is tied to effectiveness evaluation based on predetermined performance measures.

A second problem relates to the timing of the budget cycle. The Department of Tourism is trapped in the budgeting process such that its promotion of a given tourism season cannot begin until a budget is approved sometime after the first of April. Initial expenditures for production of advertising materials cannot commence until that time. For distant markets in particular, the provincial promotional effort tends to be undertaken in April, May and June instead of in January, February and March when travel decisions are being made.

The Select Committee recommends:

That the Government provide the Marketing Division of the Department of Tourism with a one-time additional budget allocation equivalent to its anticipated production costs for the subsequent tourism season. This action should be taken such that production for the 1987 season can commence at the appropriate time to maximize marketing effectiveness in distant markets. If necessary, this recommendation could be implemented by means of an additional appropriation, although inclusion in the 1986-87 vote is preferred.

Human Resource Development

Today's tourist is a sophisticated consumer of tourism products and demands quality of service. In the increasingly competitive marketplace it is necessary for our tourism industry to provide that quality if Nova Scotia hopes to realize its tourism opportunities. Service quality depends on the skills and professionalism of the people who provide services to the tourist. Professional management and a skilled labour force are essential components of a competitive tourism industry. Developing our human resources must be a priority for both industry and government.

The opportunities for successful tourism development are jeopardized if significant advances are not made in training and developing the human resource. To date, the approach

to this central issue has lacked focus; there has been little or no planning and government has not committed itself to the needs of industry in this regard. The Hospitality Institute of Nova Scotia Act was passed by the House of Assembly in 1981 but the legislation has yet to be proclaimed. It would have established a corporate body with significant private sector involvement responsible for developing and recommendimg occupational performance standards, providing guidance for the design and delivery of education and training programs, and serving as the tourism sector committee to the Provincial Manpower Board.

It is encouraging to note that the tourism industry, through the Tourism Industry Association of Nova Scotia, has established the Tourism and Hospitality Institute of Nova Scotia to essentiallv fulfill the role of the agency that the Act was to have established. Mount Saint Vincent University has responded to the human resource development needs of the industry by initiating a cooperative degree program -- the first of its kind in Canada. This program complements the training taking place at other educational institutions by recognizing transfer credits. The university program will commence this Fall and the Institute has arranged for a Tourism and Hospitality Management Training Program built on the theme of "excellence in guest relations."

The Select Committee believes that training and education is important to the development of the tourism industry not only in the creation of required skill levels at entry positions but also in the enhancement of the skills and professionalism of those working in the industry. Human resource development must be given priority as a means of expanding the industry and, subsequently, of meeting the demands for new employees resulting from that expansion. It is essential that training be given adequate direction and support. The Select Committee applauds the initiatives of the province's tourism industry in the

establishment of the Tourism and Hospitality Institute of Nova Scotia and the work of Mount Saint Vincent University. These are important initial steps in meeting the human resource development needs in tourism.

The Select Committee recommends:

That the Government adequately support these advances. In particular, funding should be made available to Mount Saint Vincent University for its degree program to ensure that the full potential of the program is realized. Mount Saint Vincent should recognize that in its recruitment of a program coordinator it will be providing the tourism industry leader in human resource development. It is hoped that the individual selected will accept this challenge with interest and vigour.

Standardized Accommodation Grading System

In 1985 Nova Scotia had 442 Department of Tourism licensed fixed roof accommodations offering the traveller 11,119 rooms in the categories of hotels, motels, tourist homes and cabins. The trend over the past decade has been to fewer establishments with more rooms. While there has been a general upgrading of accommodation facilities in recent years, value and quality considerations are extremely important to pleasure and business travellers alike. There is clear evidence to suggest that the demand for "rated" accommodations is increasing. There is widespread agreement that a system of grading accommodation facilities would be a definite asset to the tourism industry in this province.

A standardized system for grading accommodations provides a means of evaluating quality and value. Tourists are seeking different types of facilities with varying levels of service to fit their needs and pocketbooks. The issue is not so much quality as it is advance information on which travel plans can be made. Such a system would have an impact on quality by virtue of publishing grading information. Such information is of significant value to tour operators and package wholesalers. A

grading system would provide many benefits to the industry -- meeting such needs as determining an establishment's competitive position, market expectations, presenting an establishment's standards, and identifying standards that should be improved.

The Select Committee believes that action is overdue in this regard. A standardized accommodation grading system would be a valuable marketing tool and would contribute to an overall improvement in accommodation quality. Introduction of such a system wouldinevitably be greeted with some apprehension, however. Any system implemented should be sensitive to the particular needs of the tourism industry while maintaining a standard of credibility and fairness. Implementation on a regional basis is preferred for practical reasons. The Select Committee is aware that the four Atlantic Provinces have been reviewing options in this regard for some time. It is time to proceed beyond the study stage.

The Select Committee recommends:

That the Government take whatever steps necessary to secure the introduction of a standardized accommodation grading system, preferably on a regional basis. Close consultation with industry will be necessary to ensure that their concerns are adequately addressed within the selected system. Participation must be on a voluntary basis. The system selected for implementation must be fair and objective. It should convey accurate, relevant and concisely presented information to the user. The system should also be compatible with the Check In system. Although government financial support will be required in the start-up phase, a private operator for the system should be found.

DIRECTIONS FOR THE FUTURE

The Select Committee on Tourism has identified the need for comprehensive development and marketing strategies for Nova Scotia's tourism industry. Such strategies require a cooperative and effective working relationship among all participants in tourism, and particularly between the industry and government. There must be a sense of shared objectives and commitment. Every indication is that we have the potential to realize real economic growth in the tourism sector. Employment and income opportunities associated with growth in the tourism sector can be realized through innovative product development and enhancement, quality service and creative promotion.

The Select Committee studied the recommendations made to its predecessor and initiated its own inquiries with an emphasis on development and marketing. The plan is to explore these and other issues in greater depth, reporting to the House of Assembly early in 1987. The objective is to provide valuable and practical recommendations that will strengthen the industry and increase the benefits to the province generated by tourism. Good performance must be converted into excellent performance.

APPENDIX A: RESOLUTION No. 486

HON. FISHER HUDSON: Mr. Speaker, I hereby give notice that on a future day I shall move the adoption of the following resolution:

Be it resolved that

(a) This House declares pursuant to the Rules and Forms of Procedure of the House of Assembly that a Select Committee is established to inquire into tourism in Nova Scotia with particular attention to the changing needs and demands of the vacationing public and the continuous encouragement and growth of the tourist industry, and report to this House the observations, opinions, and recommendations of the members of the Select Committee pertaining thereto;

(b) Notwithstanding the usual practices of this House, if the House is not sitting when an interim or final report of the Committee is completed that the Committee report its findings by depositing its report with the Clerk of the House and it shall thereupon be deemed to have been laid upon the Table;

(c) This House declares pursuant to the Rules and Forms of Procedure of the House of Assembly that the Select Committee be composed of such members as the Striking Committee determines, with the first-named member being the Chairman of the Select Committee;

(d) This House declares pursuant to Section 37A of the House of Assembly Act that the Select Committee not be dissolved by prorogation of the House and that the Select Committee is authorized to continue its inquiry after the House is prorogued;

(e) Notwithstanding the said Rules or any rules of the House, the Select Committee of the House is empowered to examine and inquire into all such matters and things as may be referred to the Committee by this House and from time to time report to this House the observations and opinions of the Committee respecting matters and things referred to the Committee and the Committee is further empowered to send for and examine witnesses, papers and records, and to extend to any witness the protection of this House;

(f) The Select Committee is empowered to meet outside of the Province touching on matters pertaining to its study, review and recommendation;

(g) All the powers and privileges under the House of Assembly Act and amendments thereto and the Rules of the House applicable to Standing and Select Committees while the House is in Session shall apply and be of full force and effect during the sittings of the Select Committee;

(h) This House authorizes the Legislature Internal Economy Board on behalf of the Select Committee to employ such members and staff as may be necessary to enable the Select Committee to carry out its duties; and

(i) This House declares that the Legislature Internal Economy Board is authorized to provide the Select Committee, its members and staff with such facilities and funds as are required to carry out their duties and as are provided for by and pursuant to Section 50 of the Public Service Act.

APPENDIX B: ORGANIZATIONS AND INDIVIDUALS WHO PRESENTED BRIEFS TO THE SELECT COMMITTEE ON TOURISM

(i) To the Select Committee on Tourism (1985)

August 20, 1985	Department of Tourism	G.D. Brennan Director, Marketing and Promotion Division
		Alex MacLean Director, Travel Information Division
		R. Owen Assistant to the Director, Marketing and Promotion Division
		Cliff Way Director, Industry Development Division
		Gary Young Research Analyst Marketing and Promotion Division
October 1, 1985	Tourism Industry Association of Nova Scotia	Gordon Stewart President
December 3, 1985	Central Nova Tourist Association	Donald Andrews Executive Director
	Cape Breton Tourist Association	Donald Blackwood Executive Director
	Antigonish/Eastern Shore Tourist Association	Michael Broomfield Executive Director
	South Shore Tourism Association	Margaret Campbell Executive Director
	Evangeline Trail Tourist Association	Gale Delaney Executive Director
	Pictou County Tourism Association	Graham Holman Executive Director

December 3, 1985	Tourism Halifax	Michele McKenzie Manager of Tourism
	Yarmouth County Tourism Association	Rob Nickerson Executive Director
	City of Dartmouth Tourism Association	John Till Executive Director
December 10, 1985	Department of Culture, Recreation and Fitness	Marsha Andrews Coordinator, Publications/ Promotions
		Allison Bishop Director of Cultural
	Department of Lands and Forests	Barry Diamond Director of Parks and Recreation
	Nova Scotia Resources Development Board Department of Development	Jud Godin Senior Loans Officer
	Department of Development	Douglas Nicholson General Manager Halifax Metro East
	Department of Education	Gerald McCarthy Deputy Minister
	Nova Scotia Museum Department of Education	Candace Stevenson Director of Educational Resource Services
	Department of Health	Dr. Wayne Sullivan Administrator Community Health

(ii) to the Select Committee on Tourism (1982-84)

Amherst Area Tourist Association
Annapolis Valley Board of Trade
Antigonish Chamber of Commerce
Antigonish/Eastern Shore Tourist Association

Atlantic Conference on Learning Disabilities
Attractions Association of Nova Scotia
Beverage Room Association of Nova Scotia
Campground Owners Association of Nova Scotia
Canadian Federation of Chefs de Cuisine
Canadian Hostelling Association
Cape Breton Development Corporation
Cape Breton Tourism Association
Owen Carrigan
Central Nova Tourism Association
City of Dartmouth Tourism Commission
Cumberland County
Peter Cummings
Federation Acadienne
Federation of Nova Scotia Heritage
Festival & Events Association of Nova Scotia
John Forsyth
Garry Geddes
Glenghorm Resort Ltd.
Halifax Board of Trade
Halifax Visitors and Convention Bureau
Honey Hill Motel
Innkeepers Guild of Nova Scotia
Clara Jefferson
Jim Lotz Associates
Louisbourg District Planning & Development Commission
Mike Marshall
McNabs Island Ferry
Chester Melanson
Fraser Mooney
Nova Scotia Designer Craftsmen
Nova Scotia League for Equal Opportunities
Nova Scotia Tattoo
Pictou County Tourist Association

Regional Civic Center Commission
Restaurant and Food Services Association
Retail Gasoline Dealers Association
Dr. Narendra Sinha
Joseph Spears
Sport Nova Scotia
Society for Canoe Championships
South Shore Tourism Association
Sydney Bicentennial Committee
Tourism Industry Association of Nova Scotia
Town of North Sydney
University College of Cape Breton
Voluntary Planning
West Pubnico Tourist Association
Yarmouth County Historical Society
Yarmouth County Tourism Association